

United States

Merit Systems Protection Board



Performance Plan
FY 2006 (Revised Final)
FY 2007 (Final)

February 6, 2006

Table of Contents

Overview of the Performance Plan.....	1
Agency Mission	1
Adjudication Performance Plan.....	2
Summary	2
Performance Goals and Results	3
Revisions to Performance Goals	11
Performance Measurement	12
Merit Systems Studies Plan.....	13
Summary	13
Performance Goals and Results	14
Revisions to Performance Goals	20
Performance Measurement	20
Management Support Plan	21
Summary	21
Performance Goals and Results	22
Revisions to Performance Goals	30
Performance Measurement	31

Overview of the Performance Plan

The budget explanation and the performance plan are integrated so that the funding request can easily be compared with the performance goals. The performance budget is structured on the two statutory functions of the Board—adjudication and merit systems studies—and the management support activities that support those goals. The goals for FY 2006 have been adjusted based on our FY 2005 results and are consistent with the enacted budget for 2006, as amended. The goals for fiscal year 2007 have been adjusted for our FY 2005 results and are consistent with the current FY 2007 performance budget.

Agency Mission

The Merit Systems Protection Board (MSPB or the Board) is an independent quasi-judicial agency established to protect Federal merit systems against partisan political and other prohibited personnel practices. The Board carries out its statutory mission principally by:

- Adjudicating employee appeals of personnel actions over which the Board has jurisdiction, such as removals, suspensions, furloughs, and demotions;
- Adjudicating appeals of administrative decisions affecting an individual's rights or benefits under the Civil Service Retirement System or the Federal Employees' Retirement System;
- Adjudicating employee complaints filed under the Whistleblower Protection Act (WPA), the Uniformed Services Employment & Reemployment Rights Act (USERRA), and the Veterans Employment Opportunities Act (VEOA);
- Adjudicating cases brought by the Special Counsel, principally complaints of prohibited personnel practices and Hatch Act violations;
- Adjudicating requests to review regulations of the Office of Personnel Management (OPM) that allegedly require or have required the commission of a prohibited personnel practice—or reviewing such regulations on the Board's own motion;
- Ordering compliance with final Board orders where appropriate; and
- Conducting studies of the Federal civil service and other merit systems in the Executive Branch to ensure that they are free from prohibited personnel practices and reviewing the significant actions of the Office of Personnel Management to determine whether such actions are in accord with the merit system principles.

Adjudication Performance Plan

Summary

Strategic Goal 1: To provide fair, timely, and efficient adjudication of cases filed with the Board and to make effective use of alternative methods of dispute resolution in Board proceedings

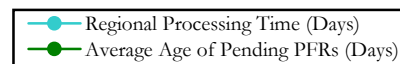
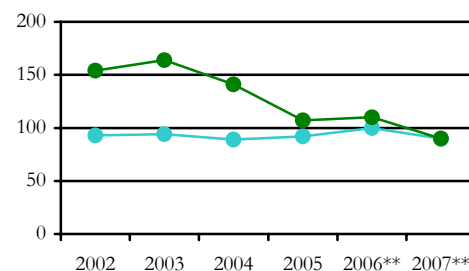
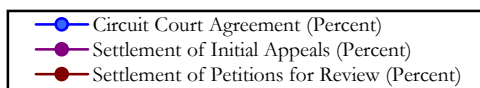
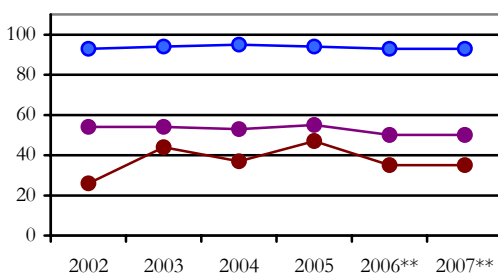
Objectives

1. Issue high quality decisions
2. Issue timely decisions at both the regional office and Board headquarters levels
3. Continue alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels
4. Hold increase in average case processing costs to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued
5. Implement an integrated, streamlined electronic case processing system that allows appellants and agencies to file and receive documents electronically
6. Obtain customer input regarding the adjudicatory process

Resources

	FY 2005	FY 2006	FY 2007 (requested)
\$ (000)	\$31,578	\$32,700	\$33,880
% Resources	86	86	87

Selected Results (** Target goal)



Performance Goals and Results

Objective 1: Issue high quality decisions

Performance Goal 1.1.1 - Maintain/reduce low percentage of cases decided by the Board on petition for review (PFR) that are reversed and/or remanded to MSPB judges for a new decision

Results		Targets	
FY 2002	8 %	FY 2006	10 % or less
FY 2003	11 %	FY 2007	10 % or less
FY 2004	6 %		
FY 2005	7 %		

Performance Goal 1.1.2 - Maintain/reduce low percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite

Results		Targets	
FY 2002	8 %	FY 2006	10 % or less
FY 2003	6 %	FY 2007	8 % or less
FY 2004	3 %		
FY 2005	3 %		

Performance Goal 1.1.3 - Maintain high percentage of Board decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision)

Results		Targets	
FY 2002	93 %	FY 2006	93 % or greater
FY 2003	94 %	FY 2007	93 % or greater
FY 2004	95 %		
FY 2005	94 %		

Objective 2: Issue timely decisions at both the regional office and Board headquarters levels

Performance Goal 1.2.1 - Maintain average case processing time for initial decisions issued in regional offices

Results		Targets	
FY 2002	96 days	FY 2006	100 days or less
FY 2003	94 days	FY 2007	90 days or less
FY 2004	89 days		
FY 2005	92 days		

Performance Goal 1.2.2 - Reduce average age of pending PFRs at Board headquarters

Results		Targets	
FY 2002	154 days	FY 2006	110 days or less
FY 2003	164 days	FY 2007	90 days or less
FY 2004	141 days		
FY 2005	107 days		

Performance Goal 1.2.3 - Reduce and maintain the number of PFR cases pending at headquarters

Results		Targets	
FY 2002	N/A new goal in FY 2006	FY 2006	400 or fewer
FY 2003	N/A new goal in FY 2006	FY 2007	345 or fewer
FY 2004	N/A new goal in FY 2006		
FY 2005	N/A new goal in FY 2006		

Performance Goal 1.2.4 - Reduce number of cases pending at headquarters for more than 300 days

Results		Targets	
FY 2002	61 cases	FY 2006	35 or fewer
FY 2003	73 cases	FY 2007	35 or fewer
FY 2004	33 cases		
FY 2005	21 cases		

Performance Goal 1.2.5 - Continue initiative to improve case processing timeliness at the regional and headquarters levels

Results

- FY 2003** Reviewed adjudicatory regulations to determine where case processing could be streamlined; final regulations published in *Federal Register* on September 18, 2003; added a FY 2004 goal to continue this initiative.
- FY 2004** Completed a draft outline of HQ case processing procedures (i.e., a comprehensive electronic HQ Handbook similar to the AJ Handbook) as a reference, briefing, and orientation document with completion scheduled for FY 2005; reviewed comments received on the Board's interim streamlining regulations and drafted separate regulations to conform with the proposed DHS regulations published on 2/20/04; began tracking select cases to be automatically refiled and began recording hearings on compact digital (CD) media to improve timeliness and efficiency; established a uniform procedure for processing incomplete appeals.
- FY 2005** Submitted draft changes to MSPB regulations (5 C.F.R. Part 1210) to the Board for approval; continued to monitor DoD's progress on its regulations to prepare for any necessary updates to MSPB regulations; began developing and implementing changes to internal automated case and document management systems to ensure we are ready to receive and manage those cases in accord with new regulations; continued to share best practices for case processing among the regions and encourage video conference hearings to improve efficiency; successfully hosted the first Special Panel in 13 years during which the MSPB Chairman, EEOC Chair, and Chairman of the Special Panel heard and decided a significant case; drafted revised paper and electronic appeal form; conducted internal evaluation of the petition for review process and made changes to streamline and improve the timeliness of processing appeals at headquarters.

Targets

- FY 2006** Prepare and issue interim and final MSPB regulations for DHS and DoD appeals in response to the issuance of final regulations; continue to assess internal MSPB procedures and other means to streamline and expedite appeals.
- FY 2007** Continue to assess MSPB internal procedures and other means to streamline and expedite appeals.

Objective 3: Continue alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels

Performance Goal 1.3.1 - Maintain rate of settlement of initial appeals that are not dismissed at 50 % or higher

Results		Targets	
FY 2002	54 %	FY 2006	50 % or higher
FY 2003	54 %	FY 2007	50 % or higher
FY 2004	53 %		
FY 2005	55 %		

Performance Goal 1.3.2 - Maintain rate of settlement of cases selected for the PFR Settlement Program at 35 % or higher

Results		Targets	
FY 2002	26 %	FY 2006	35 % or higher
FY 2003	44 %	FY 2007	35 % or higher
FY 2004	37 %		
FY 2005	47 %		

Objective 3: (continued)

Performance Goal 1.3.3 - Continue Mediation Appeals Program (MAP), to provide successful alternative dispute resolution services to parties for resolving appeals

Results

FY 2003	Trained 15 mediators; 50 % of completed co-mediations resulted in settlement of the appeal; responsibility for MAP transferred to Regional Directors of Atlanta RO and Central RO; initial evaluation of MAP completed.
FY 2004	Made the MAP permanent and developed final procedures, notices and orders, etc; assigned the large number of trained mediators in the Washington area in a cost-effective way; trained additional mediators; expanded the program to the Northeastern Region; successfully mediated a total of 23 cases.
FY 2005	Expanded MAP to all regional and field offices; completed MAP training in all field and regional offices; developed a mediation pamphlet to accompany the Acknowledgement Order in approximately half of the new appeals; began updating instructions, processing guidelines, and selection criteria for new mediators; worked to incorporate standard MAP forms into HOTDOCS; 105 cases received for MAP of which 83 mediations were completed—two and one half times more than were completed last year; 8 mediations were cancelled and 40 of the 83 cases settled for a success rate of 48%.

Targets

FY 2006	Continue successful use of the MAP to increase the number of appeals mediated 5 - 10% over the number mediated in FY 2005 with a success rate of 50% or higher; determine how best to apply the program in a variety of different personnel systems.
FY 2007	TBD based on FY 2006 results.

Objective 4: Hold increase in average case processing cost to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued

Performance Goal 1.4.1 - Hold increase in overall average case processing cost to no more than the percentage increase in operating costs, adjusted for the changes in the number of decisions issued

Results

FY 2002	\$2,821 (Adjusted)
FY 2003	\$2,731 (Adjusted)
FY 2004	\$2,701 (Adjusted)
FY 2005	\$2,793 (Adjusted)

Targets

FY 2006	\$2,793 adjusted for the changes in the number of decisions issued; assess various cost measures and benchmarks that permit costs to be managed prospectively throughout the year.
FY 2007	TBD based on FY 2006 results.

Objective 5: Implement an integrated, streamlined electronic case processing system that allows appellants and agencies to file and receive documents electronically

Performance Goal 1.5.1 - Develop integrated electronic case processing system that offers electronic access to customers as required by the Government Paperwork Elimination Act (GPEA) and streamlines internal case processing in accordance with MSPB's long-term Strategic IT Plan

Results

- FY 2003** Signed new fixed-price contract for completion of Law Manager; developed and launched e-Appeal; published electronic filing regulations in *Federal Register* to meet GPEA deadline of October 21, 2003.
- FY 2004** Successfully implemented the new case management system (CMS/LM which uses Law Manager software) in February; tracking of Law Manager improvement projects is ongoing; about 1000 appeals were submitted using procedures established in phase I of e-Appeal; e-Appeal Phase II, including additional filings by parties and electronic publishing of MSPB orders and decisions through electronic distribution directly to the parties, was implemented in September.
- FY 2005** Continued to improve our electronic case processing (LM/CMS) and e-Appeal systems including minimizing manual data entry, eliminating steps between e-Appeal and LM, and developing specifications for additional modules in e-Appeal to enable e-filing identification and to meet new DHS deadlines; implemented "My Cases," an electronic case file process allowing Board members to take electronic case documents on travel for review and decision issuance; established the e-Appeal Phase III pilot project to improve handling of e-filing attachments and expand methods for collection of documents electronically through e-faxing and scanning; surveyed users of the document management system (DMS) and recommended operational changes to improve efficiency.

Targets

- FY 2006** Continue to enhance electronic case processing system; streamline the process of electronic document submission (e.g., large agency files) to improve efficiency; establish a pilot project with a select group of agencies for submitting agency appeal documents in electronic form.
- FY 2007** Continue to improve internal efficiency of electronic case processing systems procedures; complete pilot for submitting agency appeal documents in electronic form and implement enhancements to e-Appeal.

Objective 6: Obtain customer input regarding the adjudicatory process

Performance Goal 1.6.1 - Continue to evaluate and implement, as appropriate, suggestions received from customer surveys and informal feedback regarding the adjudicatory process

Results

- FY 2003** ORO and regional/field office staff received and discussed feedback from outreach events, Federal Executive Boards, Small Agency Council, and bar organizations; practitioners made presentations and responded to questions at legal conference; “best practices” session held at legal conference; ORO continued developing “best practices” guidance.
- FY 2004** Received many, mostly favorable comments regarding the e-Appeal system implemented in October 2003; developed and electronically administered a survey of agency representatives in the adjudicatory process with a response rate of 49%; analyzed survey data and provided recommendations in a final report; began implementing suggestions as appropriate; began plans to expand such surveys to other adjudicatory customers and to collect data on the settlement process.
- FY 2005** Significant progress was made toward implementing procedures for internal and external participants to provide feedback on the outcomes and processes for initial appeals and settlements; we continued to receive routine feedback from customers directly, during outreach events and from e-Appeal customers through the automated feedback system within e-Appeal.

Targets

- FY 2006** Continue to implement procedures to gather routine customer feedback from adjudicatory customers and implement customer suggestions for improvement, as appropriate; complete an internal study of initial appeals and settlements.
- FY 2007** Continue to gather routine customer feedback and implement suggestions and recommendations based on findings, as appropriate; adjust focus of feedback questions, as appropriate, to gain insight into issues as they develop; implement recommendations, as appropriate, from the study of initial appeals and settlements.

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to maintain the high level of quality of our decisions and to maintain or improve adjudication processing and timeliness for all cases in aggregate including those received from DHS and DoD. As we gain experience with adjudicating appeals from the new DHS and DoD personnel systems, and as the case law from these systems becomes established, we may adjust our numeric targets. The performance targets for FY 2006 are consistent with the enacted budget for FY 2006, as amended. The targets for FY 2007 are consistent with the performance budget for that year. A number of specific adjustments to adjudication goals have been made as follows:

- The numeric targets for Performance Goal 1.1.2 (Percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite) has been adjusted from 12% to 10% in FY 2006 and set at 8% for FY 2007. These targets take into account our actual performance over the last few years and allow for potential increases in rewrites as we adjudicate cases under the DHS and DoD personnel systems.
- The FY 2007 target for Performance Goal 1.2.1 (average case processing time for initial decisions issued in regional offices) was changed from 100 days to 90 days to take into account our actual performance in the last few years and to reflect our commitment to process initial appeals more quickly.
- The numeric targets for Performance Goal 1.2.2 (average age of pending PFRs at headquarters) are reduced from 160 days to 110 days for FY 2006 and to 90 days for FY 2007 to take into account our actual performance and our commitment to process PFRs more quickly.
- We have created a new Performance Goal 1.2.3 to reduce and maintain the number of PFR cases pending at headquarters. The targets for this Goal have been set at 400 cases or fewer by the end of FY 2006 and 345 cases or fewer by the end of FY 2007. These numeric targets are set to reach a sustainable number in FY 2007 based on an average of approximately 1400 PFR cases per year and an average processing time of 90 days. Performance Goals 1.2.2 and 1.2.3 reflect our focus on reducing the inventory of Petitions for Review (PFRs) at headquarters and improving the timeliness of appeals at this level.
- Performance Goal 1.2.4 (previously 1.2.3) was renumbered due to the addition of the new Goal 1.2.3. The FY 2006 target for this Goal has been adjusted from 46 or fewer cases to 35 or fewer cases to reflect our actual performance on this goal and our intent to limit the number of older cases. The FY 2007 target will remain 35 or fewer cases.
- Performance Goal 1.2.5 (previously 1.2.4) has been reworded to be more general so that we can address and improve adjudication timeliness using strategies including or in addition to adjustments to regulations and internal procedures. The number of this Performance Goal was changed due to the addition of the new Performance Goal on the number of PFR cases pending at headquarters.
- The FY 2006 target for Performance Goal 1.3.2 was increased to 35% (from 25%) to take into account our recent performance on this goal. The target for FY 2007 will remain at 35%.

- Performance Goal 1.3.3 has been reworded to reflect that the MAP was made permanent. In addition, we have set numeric targets for FY 2006 for the number of appeals mediated and the success rate of these mediations. In FY 2006 we will also focus on assessing how best to apply the MAP to cases from different personnel systems.
- For Performance Goal 1.4.1, the FY 2005 cost figure of \$2,793 will serve as the basis for the FY 2006 goal. In FY 2006, we will also assess various cost measures that would allow more prospective management of costs.
- The targets for Performance Goal 1.5.1 have been updated to reflect recent updates to our automated case management processes and our continuing efforts to assess and address newly identified needs for system development and improvement.
- The targets for Performance Goal 1.6.1 reflect our plan to complete the internal study of initial appeals and settlements in FY 2006 and implement recommendations from this study in FY 2007.

Performance Measurement

Most performance measurement data for the adjudication performance goals are maintained in the Board's automated Case Management System (CMS) based on Law Manager. This system contains information about individual cases, their current status and final resolution including remands, rewrites, the outcomes of court decisions, case processing timeliness, average age of pending cases, and the numbers and types of cases settled. Data are entered into the system, monitored for accuracy and summarized in a variety of reports. The automated data are supplemented with qualitative information about significant cases as well as formal and informal data that are collected from a variety of adjudication customers.

Merit Systems Studies Plan

Summary

Strategic Goal 2: To support strong and viable merit systems that ensure the public's interest in a high quality, professional workforce managed under the merit principles and free from prohibited personnel practices

Objectives

1. Assess and support effective and efficient merit systems and human capital management laws, regulations and policies and provide information for improvements and corrections to policymakers
2. Support effective and efficient implementation and practice of human capital management laws, regulations and policies that ensure the workforce is managed under the merit system and free from prohibited personnel practices

Resources

	FY 2005	FY 2006	FY 2007 (requested)
\$ (000)	\$1,422	\$1,750	\$1,786
% Resources	4	5	5

Selected Results

Significant Recommendations

Reduce HR rules and prescriptive procedures and increase flexibility
Replace "Rule of 3" with categorical grouping
Improve assessment and selection practices
Reassess need for Outstanding Scholar Program

Select recent studies (beginning with most recent)

Reference Checking in Federal Hiring: Making the Call
Building a High-Quality Workforce: The Federal Career Intern Program
Probationary Period: A Critical Assessment Opportunity
Internal Review: The PFR Process
Merit Systems Protection Board Annual Report FY 2004
Managing Federal Recruitment: Issues, Insights, and Illustrations
Identifying Talent through Technology: Automated Hiring Systems in Federal Agencies
What's on the Minds of Federal Human Capital Stakeholders?
The Federal Workforce for the 21st Century: Results of the Merit Principles Survey 2000
Help Wanted: A Review of Federal Vacancy Announcements
Perspectives – The Federal Selection Interview: Unrealized Potential
Making the Public Service Work: Recommendations for Change

Performance Goals and Results

Objective 1: Assess and support effective and efficient merit systems and human capital management laws, regulations, and policies, and provide information for improvements and corrections to policymakers

Performance Goal 2.1.1 - Evaluate the impact of studies, newsletters, and other products through feedback from stakeholder surveys, tracking use of recommendations or references in studies, policy papers, professional literature, legislation and the media

Results

FY 2003	Received numerous references to and favorable reviews of reports; OPE staff made several invited presentations; vacancy announcement study used in testimony before Congress; QuickHire requested permission to reprint report on vacancy announcements at their expense; MSPB reports contributed to enactment of legislation allowing agencies to use category rating instead of “rule of three.”
FY 2004	Conducted a customer satisfaction survey of stakeholders of the Board’s merit systems studies and newsletters with results indicating that respondents continue to hold publications in high regard; continued to track the impact of studies on human resources management and merit systems policies and on the practice of merit in the workplace; reviewed possible measures of impact and identified several measures to be pilot tested.
FY 2005	Reviewed alternative measures of impact of studies and began pilot test using customer survey card inserts in reports and began review of current vacancy announcements to assess the impact of Vacancy Announcement report.

Targets

FY 2006	Evaluate the impact of studies with measures such as understandability, intent to apply recommendations, degree to which study provided new information or informed the debate, and efficiency or cost savings of recommendations.
FY 2007	Continue to track and evaluate mechanisms for measuring the impact of studies and newsletters

Objective 1: (continued)

Performance Goal 2.1.2 - Conduct studies of merit systems and human resources management matters in the Federal Government and issue reports of findings and recommendations for action, where appropriate

Results

FY 2003	Conducted merit systems studies, issued 3 reports and 3 editions of newsletter; developed comprehensive research agenda; conducted less intensive studies on various topics; made presentations to the Department of Homeland Security HR design team; established regular transmissions from OPM's Central Personnel Data File (CPDF); strengthened collaboration with other research organizations.
FY 2004	Reviewed and adjusted research agenda; completed 6 reports on topics such as what is on the minds of Federal HR stakeholders, automated staffing, recruitment, the FY 2003 Annual Report, the Board's regional and field office staffing, and the studies customer satisfaction survey; also published the MSPB Strategic Plan for FY 2004 - FY 2009 and the PAR for FY 2003; 3 other study reports are under review; released 4 newsletter issues including one celebrating the Board's first 25 years; continued to formalize collaborative relationships with other research organizations.
FY 2005	Published 2 internal reports on the PFR process and HR customer satisfaction, and 4 external reports including the FY 2004 Annual Report and reports on the probationary period, the Federal career intern program, and reference checks; published the PAR for FY 2004 within the new 45 day timeline; completed 2 other merit systems reports that were in final review at the end of the fiscal year; published 4 issues of the newsletter; increased focus on internal Board and adjudication issues by completing important studies of the PFR process and HR customer satisfaction and by making significant progress on an internal study of the initial appeals and settlements processes.

Targets

FY 2006	Conduct studies, publish 6 reports and 4 issues of the newsletter; continue to focus on studies of internal Board and adjudication issues to help the Board meet the challenges of the new personnel systems.
FY 2007	Conduct studies; publish 6 reports and 4 issues of the newsletter.

Objective 1: (continued)

Performance Goal 2.1.3 - Periodically review the actions of OPM and other agencies with authority to develop human resources regulations and policies to assess the impact of those actions on merit systems and human capital management

Results

FY 2003 N/A new goal in FY 2004

FY 2004 Consulted with the DHS and OPM concerning the development of new employee appeal system regulations for DHS and provided formal comments on the initial regulations issued by DHS; participated in the Department of Defense (DoD) policy and guidance committee resulting in different draft implementation plans for the DoD Personnel Systems; consulted with DoD and OPM on the design of DoD's new appeals system, with consultation expected to continue in FY 2005; identified quantitative and qualitative information about program operation in DHS and DoD to be used to assess the effect of revised civil service authorities and policies at a future time.

FY 2005 Participated in consultations regarding proposed DHS and DoD regulations; monitored developments on DHS final regulations and DoD proposed regulations; collected relevant information so the Board will be prepared to assess the impact of the new regulations and policies.

Targets

FY 2006 Continue assessment of new merit systems regulations; analyze data from the Civilian Personnel Data File (CPDF) and from our own Merit Principles Survey; conduct other assessments such as focus groups, interviews, symposiums, and like interventions; develop database for DHS and DoD personnel systems.

FY 2007 Continue assessment of new merit systems regulations; publish reports, as appropriate, to be counted under performance goal 2.1.2.

Objective 1: (Continued)

Performance Goal 2.1.4 - Ensure that reports of studies are made widely available, particularly to target audiences, and disseminate findings through various means such as personal appearances, personal contacts, publication of articles by OPE staff, and collaboration with other research organizations to increase impact of studies

Results

- FY 2003** Continued outreach targeted to FEBs and associations of managers; 30 formal presentations made to groups representing a wide range of stakeholders; worked with OCB to redesign Studies page on MSPB website; increased the number of organizations and news services that include links to MSPB website on their websites.
- FY 2004** Continued outreach efforts for our merit system studies and reports targeted to management groups; made more than 25 presentations to a variety of groups ranging from Federal Executive Boards (FEBs) around the country to union conferences to SES level audiences at department level; continued to improve the studies section of the MSPB website; added members of the Personnel Testing Council to the mailing lists for studies and newsletters; recorded more than 200,000 downloads of MSPB reports and newsletters from the website.
- FY 2005** Met with civil service officials in Ireland, Canada, and Thailand-the latter resulting in the establishments of a Thai MSPB; hosted visitors from Thailand, Japan, China, Belgium, and Vietnam; presented at conferences in Ireland and Hungary; served on the United Nations expert working group on public sector performance; co-sponsored a symposium on pay-for-performance with GAO, OPM, and NAPA; made more than 24 presentations on study results to groups of managers and Federal Executives; recorded over 200,000 downloads of reports and newsletters from our website and made over 1750 outreach contacts.

Targets

- FY 2006** Continue to enhance the MSPB reputation and therefore the impact of the study findings; utilize the press and other media in a more formal sense to expand coverage of MSPB study products; continue organized outreach efforts focused on managers and field organizations such as the Federal Executive Boards; continue efforts to share reports and newsletters electronically; participate in professional meetings and conferences.
- FY 2007** Continue organized outreach efforts focused on managers and field organizations such as the Federal Executive Boards; continue efforts to share reports and newsletters electronically; participate in professional meetings and conferences.

Objective 2: Support effective, efficient implementation and practice of human capital management laws, regulations, and policies that ensure the workforce is managed under the merit system and free from prohibited personnel practices

Performance Goal 2.2.1 - Conduct periodic Merit Principles Surveys, including questions intended to determine whether agencies adhere to the merit system principles and the extent to which prohibited personnel practices occur in the workplace, and report findings

Results

- FY 2003** Began work on the next Merit Principles Survey (MPS), to be conducted electronically using web-based technology; finalized contract to conduct the web-based survey; postponed conducting survey and analyzing and evaluating results until FY 2004.
- FY 2004** Completed preparations for the next Merit Principles Survey, however administration of the survey was delayed until at least the first quarter of FY 2005 to avoid overlap with OPM's Human Capital Survey; fully coordinated survey issues with OPM and OPM agreed to assist us in the capture of email addresses for our survey sample.
- FY 2005** Successfully completed largest and first electronic web-based MPS distributed to 80,000 employees; used this automated capability to refine questions and provide agency CHCOs the option to use the MPS to meet their FY 2005 statutory survey requirement; similar options were built into OPM's implementing guidance for the survey requirement.

Targets

- FY 2006** Analyze and report findings from the FY 2005 Merit Principles Survey; begin further data collection within DHS and DoD to monitor the impact of personnel changes; continue to assess the practice of merit and prohibited personnel practices.
- FY 2007** Continue to assess the practice of merit and prohibited personnel practices in agencies; work with OPM and agencies to assist agencies in meeting the statutory requirement for annual employee survey through a new MPS to be administered in FY 2007.

Objective 2: (continued)

Performance Goal 2.2.2 - Conduct studies of one or more agency alternative personnel management systems or processes and their impact on human capital management, merit principles, and prohibited personnel practices

Results

FY 2003	N/A (new goal in FY 2004)
FY 2004	Collected quantitative and qualitative baseline information on the DHS and DoD (or the predecessor organizations) including 2002 OPM Human Capital Survey data, our 1996 and 2000 Merit Principle Survey data, and CPDF data; developed several questions to be included in the FY 2005 and future merit principle surveys to capture employee attitudes before and after system implementation; scheduled FY 2005 MPS to capture data prior to implementation.
FY 2005	Collected information on alternative human resources systems from CPDF and the 2005 MPS; collected information about other public management systems including state merit systems and other Federal level systems to contrast and compare with ongoing changes in Federal Executive agency human resources management policies.

Targets

FY 2006	Assess and report initial findings on the alternative personnel systems used in DHS and/or DoD and their impact on merit (reports counted under goal 2.1.2); collect additional data through varied alternate sources such as focus groups and work in collaboration with DHS, DoD, and OPM to analyze findings.
FY 2007	Continue to assess and report findings as appropriate on the alternative personnel systems used in DHS, DoD or other agencies and their impact on merit (reports counted under goal 2.1.2).

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to maintain the effectiveness and impact of our studies program. The wording of some targets has been adjusted to clarify and emphasize our focus on the DHS and DoD systems and their impact on merit. In FY 2006, we will establish a database for the DHS and DoD personnel systems. In addition, we plan to work with OPM to possibly assist agencies in meeting the statutory requirement for annual employee surveys through a new MPS to be administered in FY 2007. The performance targets for FY 2006 are consistent with the enacted budget for FY 2006, as amended. The targets for FY 2007 are consistent with the performance budget for that year.

Performance Measurement

Measures of impact are obtained from reviews of professional literature, legislative proposals, the media, and other sources where MSPB studies are cited as authoritative sources of information or analyses. Standard procedures are used to conduct periodic customer satisfaction surveys such as customer comment cards, on-line targeted solicitations of feedback, or Governmentwide web-based surveys. In addition, we use focus groups conducted at various locations to gather feedback from customers on our programs. Program evaluations and other assessments by independent organizations will also be used to inform program effectiveness.

Management Support Plan

Summary

Strategic Goal 3: To strategically manage the MSPB's human capital and strengthen its internal systems and processes to support a continually improving, highly effective and efficient organization

Objectives

1. Attract, develop, and retain the diverse and highly motivated workforce needed to effectively and efficiently accomplish the MSPB mission
2. Leverage human resources strategies, policies, and services for optimal individual and organizational performance
3. Implement effective workforce analysis and planning to meet evolving mission needs and technological advances
4. Maintain electronic access to and dissemination of MSPB information, explore application of governmentwide e-Government initiatives to MSPB operations, and ensure compliance with statutory e-Government requirements
5. Maintain information security sufficient to safeguard agency information and assets from compromise and to ensure the highest possible availability of information services to customers

Resources

	FY 2005	FY 2006	FY 2007 (requested)
\$ (000)	\$3,739	\$3,373	\$3,444
% Resources	10	9	10

Performance Goals and Results

Objective 1: Attract, develop, and retain the diverse and highly motivated workforce needed to effectively and efficiently accomplish the MSPB mission

Performance Goal 3.1.1 - Strengthen employee and management development programs and increase opportunities for MSPB employees

Results

- FY 2003** Core and advanced curriculums were developed for paralegals; collaborated with NAPA on study of training for supervisors and managers; updated IDPs to reflect current training needs.
- FY 2004** Developed and taught a course to MSPB paralegal employees; provided training in accordance with employee IDPs from a variety of organizations; provided developmental details to the Acting Chairman and Member offices for 4 employees; provided management training to several employees from a variety of agency offices; continued informal mentoring of employees within offices and proposed a formal mentoring policy as part of a talent investment program.
- FY 2005** Launched MSPB Senior Management Fellows Program (SMFP) targeted to GS-14 and GS-15 employees—a talent investment program designed to expand our efforts to develop and retain critical skills; provided developmental assignments and details to various Board offices for several attorneys; explored alternatives for SES candidate development programs and developed competency-based succession management plan for the agency and provided it to senior staff for comment; incorporated full supervisory responsibilities into CAJ position; successfully conducted the largest MSPB legal conference, attended by 165 MSPB employees, that included legal and paralegal training, updates on DHS and DoD personnel changes, and a presentation by the Comptroller General of the United States.

Targets

- FY 2006** Develop automated database of employee skills and development needs; develop an employee orientation program; assess type and adequacy of resources for administering employee training and development to support mission requirements and succession planning; develop and implement a training program for new administrative judges; assess alternative ways to publish employee training and development opportunities; identify and publicize incentives or features of employment to attract applicants and maintain employees; mentor and monitor progress of participants in the Senior Management Fellows Program and provide assistance as needed; begin planning for next MSPB legal conference.
- FY 2007** Develop and implement a more formal employee development program; identify additional candidates for MSPB Senior Fellows Program; conduct the 2007 Legal Conference.

Objective 2: Leverage human resources strategies, policies, and services to result in optimum individual and organizational performance

Performance Goal 3.2.1 - Leverage use of technology to support human resources management programs

Results

FY 2003	N/A (new goal in FY 2004)
FY 2004	Began development of automated assessment tools to use in filling administrative judge and senior merit systems analyst positions; provided individual managers informal guidance on position management and classification through one-on-one sessions; enhanced the MSPB intraWeb to provide connection from work and from home and more links to internal MSPB operational systems and external sources of HR and employee service information; "Frequently asked questions" regarding the MSPB reorganization and employee relocations were posted on the intraWeb making them readily available to employees.
FY 2005	Used automated assessment systems to assist in filling analyst positions for merit systems studies and are evaluating the experience with the system for expansion to other vacancies; made the automated retirement calculator available through the HR website; increased use of NFC database to identify indicators for tracking workforce trends, support the MSPB's Human Capital Plan and workforce planning, and track SES salaries and awards; conducted automated HR customer service survey to assess current customer satisfaction and determine areas for improvement.

Targets

FY 2006	Explore OPM's line of business (LOB) initiative for shared service centers for HR transactional work; pursue conversion of paper Official Personnel Folders (OPFs) to electronic version (e-OPF); assess OPM's business intelligence tool and workforce analysis system for use at MSPB.
FY 2007	Implement e-OPF initiative.

Objective 2: (Continued)

Performance Goal 3.2.2 - Enhance quality of human resources customer service

Results

FY 2003	N/A (new goal in FY 2004)
FY 2004	Conducted site visits to counsel affected employees on retirement and relocation options at 2 offices closed because of regional reorganization; conducted periodic meetings with MSPB managers and identified classifying and filling of jobs as high priority.
FY 2005	Made improvements to the HR webpage; drafted customer service responsiveness standards and a customer service comment card for the web page; administered an automated HR customer service survey to internal MSPB HR customers, and obtained MSPB results from the OPM Human Capital Survey; began assessing results from these surveys to inform future improvements in HR services.

Targets

FY 2006	Implement recommendations to improve customer service from the FY 2005 HR customer survey; explore alternative sourcing of HR services (goal 3.3.2) to improve customer satisfaction; use additional customer surveys or other forms of feedback to assess and improve services to employees and managers as necessary.
FY 2007	Continue to assess and improve HR customer service as necessary; develop standard metrics and performance measures for HR customer service.

Objective 2: (continued)

Performance Goal 3.2.3 - Revise human resources policies and agency organization and structure as appropriate to align with evolving mission requirements

Results

FY 2003	N/A (new goal in FY 2004)
FY 2004	Developed and proposed human resources policies for initiatives including category ranking, student loan repayment, mentoring, Veteran's preference, and EEO; drafted and submitted to the Chairman an employee handbook on standards of conduct, grievance procedures, and ethics; revised and submitted the SES performance management system to OPM for approval; sought and received additional HR flexibilities on VERA and VSIP; successfully reorganized the regional office structure including closure of 2 field offices with no involuntary separations; studied regional office structure and recommended changes.
FY 2005	Drafted initial strategic human capital plan and began reviewing the plan based on results from our surveys; updated, approved, and implemented policies on Veteran's preference, category rating, and compensatory time for travel; completing our 2 nd year under provisional certification of our SES appraisal system; reviewed and adjusted position sensitivity and security clearance designations to prepare for classified DHS and DoD cases; implemented recommendations from the field structure study to enhance CAJ positions; realigned HR functions with FAM.

Targets

FY 2006	Continue to develop and implement human resources flexibilities and policies to maintain and improve HR and organizational effectiveness and efficiency; partner with senior staff to assess and redefine HR priorities and strategic goals and finalize the strategic human capital plan; identify HR program areas/functions where roles and responsibilities need to be clarified to avoid duplication of work with other Board offices; identify and eliminate existing policies and procedures that add no value, and pursue initiatives that add flexibility and value; review HR portions of the delegations handbook.
FY 2007	Evaluate delegation of approval authorities to ensure they are delegated to the lowest practical level to provide managers greater authorities and flexibilities in managing the workforce; develop standard metrics and measures for HR performance; identify and address HR functions or programs needing improvements.

Objective 3: Implement effective workforce analysis and planning to meet evolving mission needs and technological advances

Performance Goal 3.3.1 - Develop agency-wide recruitment strategies to ensure MSPB hires from a variety of sources to ensure a diverse, highly qualified workforce

Results

FY 2003	Conducted lateral transfers resulting in movement of AJs between field locations and movement of employees in headquarters; conducted job analyses of and created structured interviews for administrative judge (AJ) positions; began exploring use of automated systems for recruitment, including application and rating processes.
FY 2004	Identified sources to expand candidate pools and targeted recruitment at these sources for attorney, paralegal, and information technology positions at headquarters and in the field; targeted recruiting efforts continue for vacancies as they occur.
FY 2005	Developed and coordinated policies for the potential use of recruitment, retention, and relocation incentives; ensured that all vacancies are recruited from all sources and targeted to additional minority educational institutions.

Targets

FY 2006	Target specific sources of recruitment, such as universities, to maintain and improve diversity and obtain skills to meet the evolving needs of the agency.
FY 2007	Assess historical recruitment and hiring trends and anticipated hiring needs to develop recruitment plans focusing on mission-critical occupations, diversity, and leadership needs.

Objective 3: (Continued)

Performance Goal 3.3.2 - Analyze alternative sources for accomplishing the agency's work

Results

FY 2003	N/A (new goal in FY 2004)
FY 2004	Identified future HR skills needed including assistance in classifying and filling positions-identification of further skills needed will depend on the final design of new appeals systems in DHS, DoD and other organizations; initiated efforts to find alternative sources for HR services; continued to coordinate sourcing decisions with MSPB's strategic human capital needs.
FY 2005	Continued updating workforce planning documents in conjunction with our work on the strategic human capital plan (Goal 3.2.3); continued to explore alternative sources and methods for accomplishing the agency's work by reviewing HR program practices and needs and requesting one additional agency HR position: used intra-agency work groups for several policy and technology projects.

Targets

FY 2006	Review and update the current HR services contract; assess the status and timeline of OPM's initiative on shared HR service centers and the impact on MSPB's transactional HR work; identify alternatives to how work is performed to increase efficiency.
FY 2007	Continue exploring methods and opportunities to achieve greater efficiency and effectiveness of HR services; develop a long term plan for future HR services and service providers.

Objective 4: Maintain electronic access to and dissemination of MSPB information, explore application of Governmentwide e-Government initiatives to MSPB operations, and ensure compliance with statutory e-Government requirements

Performance Goal 3.4.1 - Assess and enhance information resources and technology capabilities, services, and systems, as necessary and appropriate, to maintain and improve effective, efficient access to and dissemination of MSPB information, network performance and reliability, and IRM customer satisfaction

Results

- FY 2003** Completed and implemented redesigned MSPB website; began distributing all decisions issued by Board electronically; determined that with use of MSPB staff only, adding additional pre-1994 decisions to website will have to continue over the next 2 years, as staffing allows.
- FY 2004** Updated the website to reflect new Board member designations and agency reorganizations, add new MSPB publications, and support e-Appeal phase II; continued to work with the Government Printing Office (GPO) to implement web-based on-line survey capabilities; developed and implemented the IT workforce plan in compliance with the e-Government Act using a mixture of Government and contractor resources to ensure MSPB has the requisite IT skills to meet requirements.
- FY 2005** Improved and updated information available on the website to include adding precedential decisions for CY 2002 and CY 1994 that contain West (MSPR) citations; increased electronic responses to document requests; continued reviewing e-Government initiatives and implemented the Gov-Trip e-Travel system; formed MSPB IT users group as part of the plan to comply with the e-Government Act; shared information about MSPB e-Government systems (e-Appeal, Law Manager, and DMS) with other agencies.

Targets

- FY 2006** Consider technology enhancements to improve MSPB's network performance and reliability, remote access capability, and processing efficiency; begin consolidating MSPB document repositories; improve access to MSPB documents through enhancements to and improvements in the content and usability of MSPB internet and intranet websites; assess IRM customer satisfaction and implement recommendations as appropriate; implement IRM service level agreement.
- FY 2007** Continue to assess and improve MSPB network performance and reliability; continue consolidation of MSPB document repositories; continue to improve internet and intranet; continue to assess IRM customer satisfaction and implement changes, as appropriate.

Objective 5: Maintain information security sufficient to safeguard agency information and assets from compromise and to ensure the highest possible availability of information services to customers

Performance Goal 3.5.1 - Make improvements in the information technology security program and comply with the Federal Information Security Management Act (FISMA) of 2002

Results

- FY 2003** Completed all information security initiatives in accordance with FY 2003 Plan of Action & Milestones submitted to OMB—except for background investigations being conducted by OPM and cancellation of 1 item; independent auditor conducted information security review and completed IG portion of 2003 FISMA Report; filed FISMA Report with OMB and Congress; trained all staff on security awareness.
- FY 2004** Ensured CMS/LM and e-Appeal systems were certified and accredited for adherence to security guidelines; updated the IT security plan, program, and manuals to include several security improvements as well as the new case management and e-Appeal systems; updated the Critical Infrastructure Plan and New Employee Computer Guide; developed an IT training plan including security training; provided FISMA security awareness training to all IT staff and pertinent agency officials; completed annual FISMA audit revealing no material weaknesses and sent report to OMB on October 6, 2004.
- FY 2005** Provided security awareness training to all staff; based on enhancements to electronic case processing, our annual independent IT security audit, and the FISMA process, took several actions to improve our security program and IT infrastructure security including completing e-Authentication Risk Assessment, conducting external penetration test of network, deploying Windows service pack 2 to all workstations, and installing new centralized antivirus server.

Targets

- FY 2006** Continue to enhance the Board's information security program to prevent data tampering, disruption of critical operations, fraud and disclosure of sensitive information; plan for implementation of Internet protocol version 6 (IPv6).
- FY 2007** Continue to enhance the Board's information security program to prevent data tampering, disruption of critical operations, fraud and disclosure of sensitive information; continue to plan for and begin implementation of Internet Protocol version 6 (IPv6), as appropriate.

Revisions to Performance Goals

The performance goals have been reviewed and new targets set to reflect our desire to continue to provide effective and efficient management support necessary for our adjudication and studies functions. We have adjusted our HR goals to reflect our focus on conducting a strategic review of our HR programs and functions. We have reworded our information management performance goals (3.4.1 and 3.5.1) to focus on enhancing our information resources and technology capabilities, services and systems to improve information access and security, network performance and reliability, and address customer satisfaction issues. The performance targets for FY 2006 are consistent with the enacted budget for FY 2006, as amended. The targets for FY 2007 are consistent with the performance budget for that year. Specific revisions are described below.

- The FY 2006 targets for Performance Goal 3.1.1 have been updated to reflect our focus on issues such as employee orientation, assessing training resources, publicizing training opportunities, identifying employment features that attract and maintain employees, supporting our new Senior Management Fellows Program, and developing and implementing a training program for new AJs. In FY 2007, we will develop and implement a new formal employee development program.
- In FY 2006, Performance Goal 3.2.1 will focus on preparing for conversion to the electronic official personnel folder (e-OPF) with implementation scheduled for FY 2007.
- In FY 2006, our target for Performance Goal 3.2.2 is to implement HR customer service recommendations from our HR customer satisfaction survey (conducted in FY 2005). In FY 2007, we will develop standard metrics for HR customer satisfaction.
- In FY 2006 and FY 2007, Performance Goal 3.2.3 will focus on our overall efforts to assess HR priorities and strategic goals, HR roles, responsibilities and delegations, and HR policies and procedures to improve HR program effectiveness, efficiency, and flexibility.
- For Performance Goal 3.3.2, we will not finalize assessments of alternative sources for HR services nor begin implementation of new sourcing plans in fiscal 2006 because we want to consider OPM's continued assessments of HR service providers and complete our strategic review of all HR programs. In FY 2006, we will review and update our current HR services contract, track OPM's efforts, and identify ways to improve efficiency. In FY 2007, we will continue to assess ways to improve efficiency and effectiveness and develop a long-term plan for future HR services and service providers.
- Performance Goal 3.4.1 has been reworded to reflect a wider range of issues related to technology capabilities and services. The FY 2006 plans for this Goal include our efforts to improve MSPB's network performance and reliability, remote access capability, and processing efficiency. We will also begin consolidating MSPB document repositories, and improve access to information by enhancing and improving the content (e.g., continuing to add past cases to the website) and usability of the websites. In addition, we will assess IRM customer satisfaction and implement recommendations as appropriate. In FY 2007, we will continue to focus on network improvement, document consolidation, the websites and IRM customer satisfaction.

- Our FY 2006 target for Performance Goal 3.5.1 has been reworded to focus on the effect of our efforts under this goal and to begin planning for the implementation of Internet protocol version 6 (IPv6). In FY 2007, we will continue to enhance the Board's information security program and begin implementing IPv6.

Performance Measurement

Achievement of human resources goals will be measured by reviewing agency workload data, monitoring work processes, assessing training and development outcomes, and assessing individual and organizational accomplishments. Quantitative measures will also be used, where appropriate. Measurement of the goal for electronic availability of MSPB information will rely primarily on customer feedback. The goal of maintaining the agency's information technology security program will be measured through both internal reviews and periodic independent evaluations.